

Growing to Win: Sailor 2025 – Navy’s Strategy for People in our Future Fleet
By Vice Adm. Robert Burke, Chief of Naval Personnel

Just over two years ago we launched Sailor 2025—an evolving program of over 45 initiatives. It was about a long-overdue overhaul to the way we think about and execute career management – everything from promotion and advancement, evaluations and fitreps, selection boards, educational and other professional development opportunities, and even detailing. We also knew we had to be smarter about training our increasingly technical force – there were better ways to get the practical knowledge into our Sailors’ hands – we could do it faster and in a way that sticks. Finally, we knew we had to retool our system to be more like the business world – we had to treat our Sailors like adults, be transparent, give them realistic choices, and even put some market forces to work. We then initiated a top-to-bottom transformation of the Navy’s manpower and personnel enterprise to enable these programs and bring our Sailors the customer service they deserve and expect. Many of the programs are delivering. Many more are about to be released.

When I talk about the specifics we’re planning, Sailors are excited about the potential of these ideas. They jump in with ideas, and send more into our idea hotline – some of our best programs came from Fleet Sailors. They’ve gotten a little taste of things to come with popular Sailor 2025 programs like the Meritorious Advancement Program (MAP), and know we mean business. But some Sailors are still just a bit skeptical that we may not really deliver on these promises. Well, we’re very proud and especially excited that after the last two years of what was essentially foundational work, the Navy’s personnel system will be the among the first in DoD to go into the commercial cloud. The latter half of 2018 will see the start of the roll-out of our personal mobile device accessible personnel services. By the end of 2019, Sailors will do most of their personnel business via smartphone ashore or desktop apps afloat. By 2023, they will have forgotten about today’s personnel system and many of its frequent frustrations.

To let our Navy Team know what is happening, we have been talking about these innovations in NAVADMINs, Navy.mil articles, podcasts, videos and My Navy Portal postings. To cast the net even more widely, we are writing in PROCEEDINGS and using YouTube and other venues to let you know how you can continue to provide input to these Sailor-driven initiatives. I ask that you take this message to your shipmates – be part of the solution, send your ideas directly to us, join one of the many Fleet working groups tackling various issues, or if you are interested, come do a shore assignment working in the personnel business – it is a truly dynamic time for us. We need your involvement and your ideas.

Our systems were built before most of our Sailors were born and operate on system hardware with software programs and patches that date back to the 1960s. Navy personnel’s organization, processes and infrastructure are complex, outdated, and inefficient. These factors

present challenges to sustain the enterprise in the future. The personnel system has not fundamentally transformed since the draft went away, and today's industrial age assembly line model is simply unsustainable. Your smartphone has more computing power, better software and update processes, and is more user friendly than ANY of our Navy's personnel IT systems. Hands-down. Our detailers, community managers, and personnel who you interact with on a daily basis for personnel action work long hours and travel many miles to mitigate the significant personnel system deficiencies and bring you the best we can deliver. But, in spite of their herculean efforts and being THE BEST we can assign, we know we have to do better! That means a complete redesign of our entire lifecycle of industrial age processes.

We need to change the way we do business in the personnel world and shift the focus from the business end to the customer, our Sailors. From a warfighting standpoint, the change is equally imperative – while we're in a good position today with respect to recruiting, retention and manning, we are at a strategic cross-road – we need to think about how we will conduct business for the Sailors of the future – what skill sets will they need? Will we be able to rapidly produce them in the required numbers? Will it be good enough to augment traditional forces for certain missions or periods of time?

Our transformation efforts will streamline our processes and business models, making us more agile and responsive, and bringing you, our Sailors, some long overdue customer service. We're properly shifting the focus to career readiness – not just for you, but personal readiness for your family as well. Focusing on our Sailors and their families to better meet their needs as their career progresses only makes sense – it is the right thing to do for those who routinely go into harm's way. So, we are aggressively transforming how we recruit, how we advertise jobs and assign our personnel, and how we train. While the last few years have been largely spent on foundational work, 2018 will see the beginning of new and exciting customer service models coming on line for our Sailors. We're doing this with Sailor 2025.

Sailor 2025

When we started it in 2015, we used the term "Sailor 2025" to challenge ourselves to think about what Sailors ten years in the future would expect and need, and to deliver those cutting-edge systems and policies now. Sailor 2025 is about empowering Commanding Officers and Sailors, updating policies, procedures, and operating systems, and providing the right training at the right time in the right way to ensure Sailors are ready for the Fleet. We are providing choices, flexibility and transparency to our Sailors, and increasing the sustainability of our personnel system by enabling longer careers. Sailor 2025 is also about improving the "FIT" of our Sailors with the jobs we need them to do by offering them more choices and providing relevant and timely training. This innovation is built on a framework of three pillars: a **modern personnel system**, a career learning continuum that we call **Ready, Relevant Learning**, and

career readiness for the long-haul, a pillar that recognizes the importance of leader development, personal readiness, family readiness and life-work balance.

Personnel System Modernization (PSM)

Our personnel system modernization initiatives are aimed at providing better tools to Sailors and leadership to empower Commanding Officers and give Sailors more choices and ownership over their careers. We are modernizing our personnel policies to increase flexibility and transparency, while allowing more capacity for the Navy to adapt to economic changes and corresponding effects on the recruiting market and retention. These programs are being rapidly spiraled out as fast as we can deliver them, and modified as we learn – this is not Washington, D.C. business as usual. Many of these ideas originated in Fleet All-Hands calls.

Our current initiatives include:

- Meritorious Advancement Program (MAP). MAP provides Commanding Officers the ability to meritoriously advance talented, hard-working Sailors to pay grades E-6 and below. This year, with a few exceptions, the time-in-grade requirements have been largely removed. With three years of experience in the MAP program, advancements can now be awarded in the true spirit of the program.
- Fleet Scholar Education Program (FSEP). FSEP provides 30 annual fully-funded, competitively awarded in-residence graduate degree opportunities at civilian institutions of choice to URL and IWC officers as a compliment to the multitude of Navy's other existing graduate education opportunities such as Naval Postgraduate School, Naval War College, Tuition Assistance, and many others. We currently have 84 officers at educational institutions, including Harvard, Princeton, University of Pennsylvania, Duke, and John Hopkins among others.
- Tours with Industry (TWI). TWI provides opportunities for 30 top-performing Sailors at high-performing corporations, including Amazon, FedEx, Huntington Ingalls Industries, Oakridge National Laboratories, Microsoft, and many others, to observe and learn the newest commercial workplace insights and best practices to bring back to the Fleet.

Our initiatives which are nearing implementation:

- Rating Modernization. This is about bringing our rating system into the 21st century, which is critical to increasing Fleet readiness and wholeness and improving sustainability and FIT to meet the needs of our growing Navy. We're modernizing our rating system to redefine enlisted career fields, improve talent management and the detailing process, offer more career choices, and expand professional

development opportunities. We've already established broader Career Fields and Career Paths, and we are developing on/off ramps between ratings, and within and across Career Fields, by clearly identifying rating commonality. This will provide greater choices and transparency for our Sailors in both detailing and training, as well as greater flexibility for our Navy in assigning our highly-trained and talented personnel to critical billets to improve FIT. This is a win-win for our Navy. A holistic review of advancement processes and task classifications will allow for improved translation of Navy ratings and civilian occupations and will align civilian credentialing with career paths.

- **Detailing Marketplace.** We're developing a system that will be the Navy's version of LinkedIn, a one-stop shop for reenlistment and billet negotiation, where Sailors will be able to connect directly with open positions, communicate their desires, and negotiate orders. The vision is simple – open and transparent job advertisement and opportunity. Every Sailor sees all the jobs on the slate – no filtering. Our idea is that Sailors will see all available billets and the "market" will drive negotiations. Sailors will be able to negotiate longer-term deals for more than one tour that may include geographic stability, education opportunities, co-location with spouses, advancements for hard-to-fill locations, special pays, etc. We even want to offer top performers the opportunity to negotiate for career-beneficial jobs earlier in the detailing window. Although these types of ideas are still in the works, we are working to deliver the full capability as soon as possible.

The combination of Rating Modernization and Detailing Marketplace, enabled by Ready, Relevant Learning (RRL), will ultimately make C-Way and CMS-ID obsolete. Our first operational pilot is targeted for later this year and down the road we envision providing mobile access using a mobile app, 24/7 access, and real time updates.

- **Performance Evaluation System transformation.** Long overdue, this effort seeks to correct inequities caused by the "forced distribution" (i.e., EP/MP/P) of today's system. Our vision, now in its third large scale pilot, features a standards-based scale where individuals are compared against a standard for their rank instead of their peers. The first two pilots showed excellent correlation with the overall grades of the old system, but also provided meaningful individual trait grades, which has significant potential. It also has the advantages of ease of use and efficiency, since it can be done on a smart phone in 6-8 minutes. It is fast, easy and effective as an informal counseling tool, and will help us get to the point of more meaningful counseling done more frequently. Fleet units participated extensively in the second pilot, which was a very crude rendering of the system. The third pilot will be out early this summer, and will be much more representative of the product we envision. Once the tool is finalized, we are planning a phased implementation, beginning late

this year by using it in the Fleet as an informal counseling tool to allow early familiarization and additional Fleet input for refinement while we finalize plans for future phases to begin in mid-2019.

Ready, Relevant Learning (RRL)

Ready, Relevant Learning (RRL) is a holistic approach to training our career enlisted force. This will accelerate the learning of every Sailor for faster response to rapidly changing warfighting requirements in our increasingly dynamic operational environments. Today's legacy training does not take full advantage of existing and emerging technology for knowledge-transfer. Oftentimes, the skills acquired during accession training atrophy due to delays between delivery of training and on-the-job performance, placing an added burden on the Fleet and potentially compromising operational readiness. We are using science-of-learning principles to transform the current training model to identify modern training solutions, delivered at the point of need, better preparing Sailors to operate and maintain their equipment at its technological limits, and meet rapidly evolving warfighting requirements. It will require sustained focus across three lines of effort: (1) career-long learning continuum, (2) modern delivery at the point of need, and (3) integrated content development.

We are in the first stage of this career-long learning continuum line of effort, known as Block Learning, which divides existing accession level training content into smaller blocks, which are moved to real-world points of need in the Sailor's career, shortening initial accession training time and making Sailors available to the Fleet sooner. Block Learning uses existing training content while we reengineer the training to meet objectives of the future RRL training continuum. To date, we have completed Block Learning analysis for 54 rating paths, approved changes for 25 ratings, with nine now delivering training in this new continuum.

The second line of effort for RRL will provide modern delivery of training by taking advantage of emerging learning technologies to allow Sailors to receive training at the point of need – more efficiently, at the waterfront or aboard their operational unit. These training solutions will apply science-of-learning principles to make training more effective, efficient and available by leveraging technology, thereby minimizing the necessity of repeatedly returning to a brick-and-mortar schoolhouse. Over the last year, we initiated requirements-development for modernization of 29 ratings, and began identifying and aligning IT capabilities to support delivery of modernized content, ashore and afloat.

Requirements-development is critical to the third line of effort of RRL, integrated content development. Here, Fleet leadership is defining the training requirements and will ensure training content and delivery methods are aligned with Fleet needs.

Versions of many of these training solutions are in use today, such as the Multipurpose Reconfigurable Training Systems (MRTS) 3D. MRTS 3D is essentially a high-definition representation of system hardware and circuit/equipment displayed on a series of flat panel touchscreens driven by commercial-off-the-shelf (COTS) gaming technology. Today, Navy is using MRTS 3D technology to train on submarine Radio Rooms, Virginia-class Torpedo Rooms, Emergency Diesel Generators, and an aircraft Mobile Electric Power Plant (MEPP). We continue to expand to provide renderings of various operational environments. The data is clear – this method of training allows Sailors to get “reps and sets” needed on their system panels in all situations, and allows rapid building of watch team fundamentals. Sailors learn faster and retain more because we are able to simulate down to the hull number or type/model/series of aircraft they will work on. Using the LCS Trainer Program model as our prototype, will produce Sailors that are qualified for their first watch station and/or their first maintenance duties, which will significantly unburden deckplate leaders. As importantly, think of the impact on the new Sailor reporting to the team – he or she is no longer the “non-qual” carrying a two foot stack of qualification cards around for 12-18 months, and not able to contribute to the team effort – they are immediately *on the team* – on the watchbill, doing maintenance, carrying their share of the load. The sense of value added will be a significant and positive retention influencer.

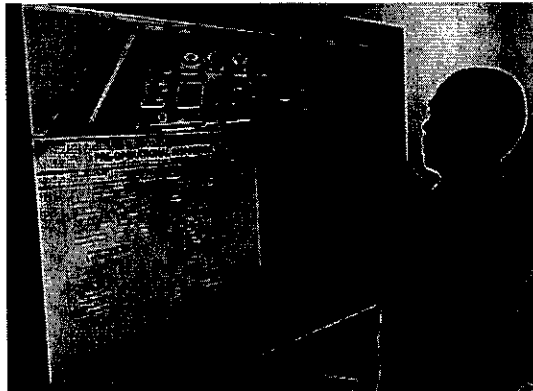


Figure 1 MRTS 3D MEPP with embedded procedures to inspect, operate, and troubleshoot just like a tactical MEPP

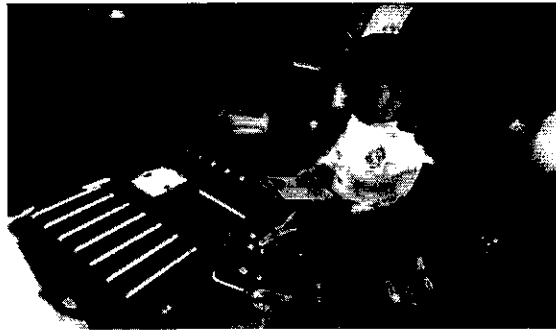


Figure 2 Mobile technology



Figure 3 MRTS 3D® Laboratory

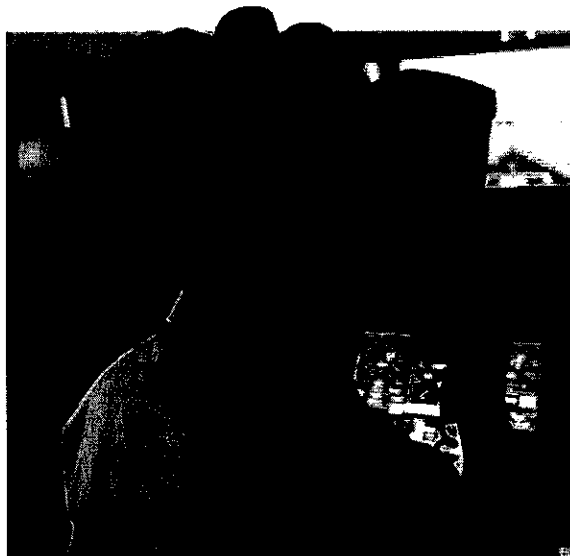


Figure 4 VR Goggles being used for bridge training

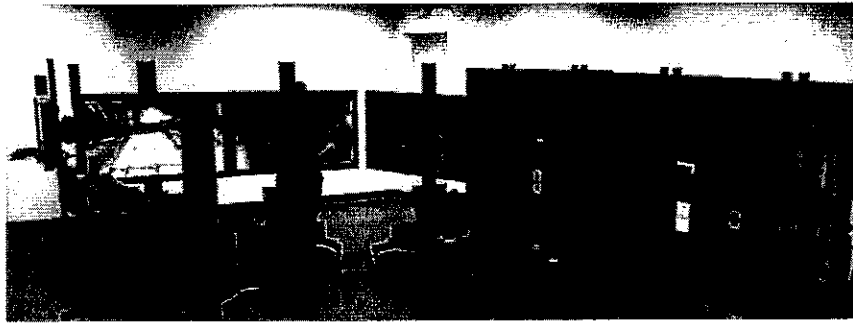


Figure 4 MRTS 3D® VIRGINIA Torpedo Room

Finally, one of the key features of this new program will be the ability to provide detailed and meaningful individual and team training performance data, which will be available to commanders via MPT&E's new Navy Pay and Personnel System-2 (NP2). When complete, this will allow commands to optimize watch team assignments and pre-deployment training plans based on detailed information on an individual team member's skills.

To ensure that Fleet readiness is not impacted, there are numerous decision points throughout the program to ensure RRL is performing at least as well as our legacy training programs. This ensures no instructors will be removed from classrooms prematurely. In fact, this program will not rely on IT solutions alone – part of the calculus is the right mix of virtual reality and human instructional training. Therefore, the first decision point on removing any instructors is FY-20.

Career Readiness (CR)

The third pillar of Sailor 2025, *Career Readiness*, seeks to remove barriers to continued service and improve Sailors' work-life balance, health, and wellness. Our Navy is powerful and more lethal when we leverage and capitalize on the talents and strengths of the entire military and civilian workforce, and when we instill an environment where everyone feels valued and respected, which is a force multiplier. Toward that end, we have incorporated the ONE NAVY TEAM concept into leader development efforts to make our force stronger, more resilient, and more competitive with the best public and private sector employers, equipped and ready to deter war and protect the security of our nation. Our goal is to enhance Sailors' career readiness by better developing our leaders, and removing obstacles that negatively influence a Sailor's decision to stay Navy. We have several initiatives in progress:

- **Leader Development.** Leaders have always been essential to the Navy's success. Creativity and initiative are our strengths. Going forward, even more will be required.

The quickening pace of change and the increasing complexity of the maritime battlespace offer the Navy an opportunity to improve our advantage over our potential adversaries. To seize this opportunity, our leaders must think more clearly and learn more rapidly than our adversaries. Navy leaders commit to improving the competence and the character of themselves and their teams. They inspire their teams to learn to achieve their best possible performance. These principles are being reinforced for leaders at all levels, through a rich combination of formal schools, structured on-the-job training and experience, and self-guided education, both at the general leadership level and with tailored specifics for each community. Developing leaders will remain a principal focus of our Navy.

- **Culture of Fitness.** Just over two years ago, Navy set out to establish a culture of life-long health and fitness and truly change the lifestyle, to include good nutritional habits and a regular exercise regimen which is reinforced at work so Sailors will be fit year round. To support this goal, the *Go for Green* program was established, making healthy food choices more plentiful and easier to get at afloat and ashore galleys. Nutritional counselors were brought aboard, made part of the program for those struggling with weight standards, and are available to all others. Finally, last summer, NAVADMIN 141/17 was released announcing exemption from participation in the following PRT test for those who scored an EXCELLENT LOW or better and were within body fat standards. This change – intended to incentivize the desired healthy behavior – had the intended effect – scores across the Navy improved by 6% in one cycle.
- **Personal Readiness.** Last October, Navy merged the Sea Duty and Overseas Duty Screening Processes into the annual Personal Health Assessments, so that each Sailor is now screened for both Sea Duty and Overseas Duty each year. Screening for both annually provides a more up-to-date picture of the Navy's personnel "deployability" status, which avoids situations of being surprised with issues upon receipt of orders to sea duty or overseas duty and most importantly, helps prevent critical gaps. However, the largest single contributor to Navy's lack of "deployment" readiness is routine dental screening and/or correction of issues identified in dental screening. Sailors can expect big policy changes as soon as June of this year making this a *personal responsibility*, documented on their evaluations or FITREPs. Under the coming rules, remaining in a non-deployable status for greater than 12 months will be grounds for processing for administrative separation.
- **Family Friendly Service.** As part of the work-life balance, health, and wellness initiatives, we will have to get past our own culture of not being able to look past the criticality of the "next underway," and start taking the long view – letting our people recharge occasionally, seek the balance Sailors need. Ultimately, the Navy is a family business where over 70% of our Sailors are married. The quality of family life drives the stay/leave decision for many Sailors. As important, family readiness drives Sailor readiness, which drives Fleet readiness. With those critical drivers in mind, our Sailor

2025 programs are looking to simplify the challenges with starting and raising a family while maintaining a Navy Career. We've worked to increase the hours and capacity at Child Development Centers. We've removed the last remaining caveats on the Career Intermission Program, which allows Sailors up to three years away to start a family, or pursue other interests. They return with a new peer group so as not to impact promotion and career opportunities. Over 160 Sailors are using the program today, and many have come full circle and were promoted after coming back. We've expanded maternity leave and soon we'll be expanding paternity and adoption leave into what will be called primary and secondary caregiver leave. We're working with DoD on expanded Spouse Employment programs. This is just a start – there is so much more that needs to be done here, and with the recently released Family Framework, we'll be looking for opportunities to talk with families and spouses at Town Halls this year, seeking your ideas on what to attack next to have the greatest impact. Inherent in this line of effort is the essential idea of work-life balance, because we will be asking Sailors to consider staying for a longer career. Some of this will be achievable through policy changes we can enact through Sailor 2025 programs, others will require legislative changes – those are discussed more below in the DOPMA section.

- **Toughness.** The toughness initiative is aimed at providing a more ready Sailor to begin the next phase of training when they enter the Fleet. Recruit Training Command (RTC) has been working a systematic overhaul of the entire curriculum at boot camp, emphasizing hands-on training in warfighting skills and core competencies to produce tough Sailors and increase our Navy's lethality. These changes include imposing increased and sustained stress on watch teams and individuals throughout their entire time at RTC in repeated firefighting, damage control, seamanship and watch-standing scenarios, which has significantly improved the realism and recruit performance in the Battlestations-21 pinnacle event. Additionally, tougher physical fitness standards have been implemented, including entrance standards, tiered training groups, and a higher fitness score required for graduation.

There is more to do, but these policy changes are either in place or are coming soon. We will continue to look for ways to develop leaders, incentivize top performance in fitness and personal readiness, emphasize a work-life balance and increase the One Navy Team's toughness – send us your ideas.

Transformation and Customer Service

Changing our priorities from the business end of managing personnel, to a focus on providing better customer service to our Sailors and their families takes transformation. Sailor 2025 initiatives are the specific programs we are bringing to you. Transformation is the means by which we will do that more effectively, and in a customer-service oriented fashion. We

started by analyzing each of our processes and streamlining them. From there, we realigned our lines of effort – or business lines. Then we began to automate where it made sense, using commercial-off-the-shelf technologies and business transformation best practices, to bring you a set of processes and systems that will be efficient and self-evolving from this point forward. With modern systems and big-data available, we will be able to leverage predictive analytics and use cutting-edge techniques to help with recruiting, retention incentives, and compensation packages. Ultimately, providing better customer service works to help us be more responsive to the Fleet Commanders. You'll see several new initiatives in the coming months.

- My Navy Portal (MNP) [my.navy.mil] is a single online entry-point that provides Sailors with ready access to Human Resource (HR) systems and data. It is designed to be THE single “one-stop” access point for self-service in your record and other personnel and training systems. We are vigorously working to provide a mobile version of MNP, which will be accessible via smartphones and tablets. We’re developing the capability to access accounts without having to use a CAC—using other methods of authentication like a fingerprint on your smartphone. Our goal is to bring every personnel transaction to the single entry-point in MNP. Consider the ease of simply uploading a picture of your birth and/or marriage certificates for career and life events, and the efficiency of entering your name and DOB once and never doing it again for your entire career.
- My Navy Career Center (MNCC) is a consolidated human resource center that enables self-service, provides high quality 24/7 customer service, and improves your experience, all at less cost. Many of us have watched our banks and energy companies transform the way they serve their customers. Financial giant USAA’s Call Center is an example of an approach that prioritizes customer service. The welcome page online contains a route to EVERY line of service, every product, and every data source the company offers and includes a “call a friend” option if questions persist after exhausting the online options. We envision that same approach for MNCC.
- Transforming the processes that are behind these technology changes are just as important— such as four steps to complete a transaction where it used to take 54 – throughout the personnel world. Behind every change, we have a 100% commitment to customer service.

Changes to Officer Promotion System

Innovative management of personnel will be increasingly critical in enabling a future force. Like the new Fleet we are building, that personnel system must be more adaptive and tougher in the face of these new realities. Since officer personnel processes are governed by law in the Defense Officer Personnel Management Act, they typically take more time than the policy changes we are making for our enlisted Sailors. We’ve been chipping away at changes and have had some minor successes in the last couple of legislative cycles, to include gaining approval for

40-year career paths for selected officer designators, and the ability to conduct early retirement boards for O-5 and O-6 with no minimum quota, which will allow some very small numbers of directed early retirements for those who are not performing to their potential. But this year, we were able to lay out an overall vision with our Sister Services, OSD and Congress that expresses the totality of where we need to go in order to build the officer corps to support the Navy the Nation needs.

Accomplishing these objectives requires that we transition from a “conveyor belt” career model to one more capable of quickly matching and rewarding talent-to-task. Historically, we have largely limited our all-volunteer force recruiting efforts to entry level positions. This model will continue to serve us well for producing warriors and leaders in our traditional “core” warfighting areas, but it is clear those core areas may need augmentation – based either on mission specifics, time, or technology. Therefore, we must provide a mechanism to attract experienced specialists to join our team, reducing the time to develop senior technical experts and technical leaders. By leveraging direct accessions from commercial industry or government sources, or rapid return paths for prior-service and Reserve Component personnel, we will enhance our ability to rapidly acquire highly-trained and experienced professionals who possess unique skillsets. Toward that end, we would be well-served by minor modifications to the current officer personnel management framework, while maintaining the core attributes of DOPMA, which have preserved a youthful and vigorous officer corps, capable of fighting and winning in traditional core warfighting areas.

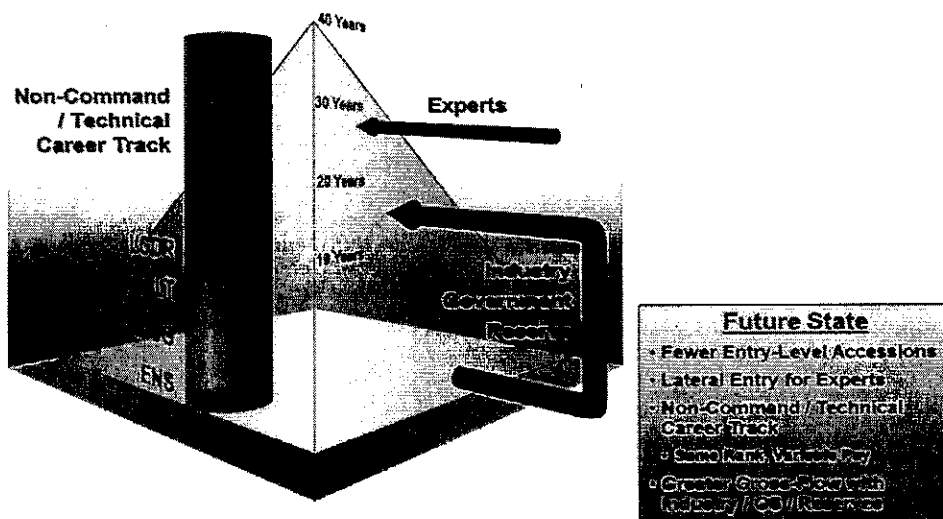


Figure 5 Future Officer Corps Concept

In developing the Future Officer Corps, Navy envisions a combination of the “Up and Out,” “Up and Stay,” and “Up and Bring Back” constructs, with a path for directly hiring experts (Figure 6). It leverages authority enacted in the FY17 NDAA that would allow 40-year careers

for certain officer designators – for instance, in the acquisition field, where we select some officers to this specialty after their first command tour (O-5).

- “Up and Out” remains the model that will be used for most of the Navy officer corps. The major tenants of the current DOPMA structure are sound and will continue to serve us well in core warfighting areas. We expect the majority of the Unrestricted Line (URL) officers in the Navy would continue to work along these lines, following today’s “Up and Out” model until separation or retirement, or until they move to another path.
- “Up and Stay” would allow a limited number of officers with specialized skill sets to either remain longer in specific technical or non-command jobs without upward mobility, or to return at the same or higher pay grade, depending on skills and desires. For example, the O-4 Navy Pilot who desires to continue flying but does not desire to pursue command, or the research expert who remains on a particular project at the Office of Naval Research (ONR). This could be combined with the addition of longevity pay raises that extend beyond today’s pay tables.
- “Up and Bring Back” refers to rapidly bringing people back into the Service from civilian life, when their post-Service civilian job in industry has given them valuable and current skills, such as cyber or artificial intelligence, or from the Reserve Component with needed skills such as transport pilot, flying for the airlines. This would require a simpler, more fluid way of moving between the Active and Reserve Components—sometimes referred to as “permeability” between the components.

Multiple career paths leveraging lateral re-entry and AC/RC permeability may entice a greater number of our officers to stay Navy - more options means more retention choices and more paths for a successful career in the service. Broadening statutory authority could permit the Secretary of the Navy to laterally appoint officers to any designator or specialty, in any grade up to paygrade O-6, and would allow Navy to recruit high-tech, low-capacity officer specialties, such as cyber, information technology, artificial intelligence, robotics, and acquisition. Regardless, pursuing options to afford flexibility, through authorities that offer “Up and Stay” and “Up and Bring Back” models, will optimize our capability to concurrently retain much-needed proficiency and expertise.

To recognize our best and fully-qualified, merit reordering of promotion boards would value talent and skills over seniority. Promoting more quickly to the next higher rank, with receipt of commensurate compensation, based upon recognition of sustained superior performance, would offer a tangible and desirable incentive for the officer corps.

Finally, we are also looking at options to give more flexibility with respect to certain requirements for time-in-grade and numbers of “looks” for promotion.

Conclusion

Just over two years ago, we launched Sailor 2025 and initiated a top-to-bottom transformation of the Navy's manpower and personnel enterprise to prioritize our focus on customer service for our Sailors. Don't take my word for it...visit My Navy Portal [my.navy.mil] and see all of this for yourself. By late summer to early fall this year you'll see some initial capabilities from the My Navy Portal (MNP) app and My Navy Career Center (MNCC). In a few months' time you'll be able to go to the app store on your smart phone and download a My Navy Portal app which will mirror the My Navy Portal website and will provide you mobile access to all your career and life events. You will also see pay errors become a thing of the past as we move to better and more accessible technology. While we sun-down our old systems, My Navy Portal will get smoother and faster. Over the span of another year or two, you will see the initiatives I talked about here fully implemented, as we completely transform our efforts to meet the Sailor's needs. Our transformation will be largely complete by late 2019, early 2020. That's the future – but not the distant future.

If there's something we've missed or you have a better idea, please send us your comments to usnpeople.fct@navy.mil – we'll definitely take a look. Or better yet, if this work interests you and you want to join our team, call your detailer now – we need motivated Sailors to do this hard but meaningful work.

I need all of us in the game on this one...to bring our Navy's personnel system into the 21st century.